

KK10 — Factors that influence the effectiveness of project plans

Development & Evaluation · Comprehensive exam study guide

STUDY DESIGN — YOU MUST KNOW

- scope creep
- personnel changes
- technical issues

Real projects rarely go exactly to plan. Know the three factors that force changes and how each impacts a project plan/timeline.

The three factors

Factor	What happens	Impact
Scope creep	Features are added beyond the agreed scope.	More work; deadlines and budget blow out.
Personnel changes	Team members leave/join or are reassigned.	Lost knowledge, onboarding time, slower progress.
Technical issues	Tools fail, integration problems, unexpected complexity.	Tasks take longer; rework; possible redesign.

Managing the impact

REMEMBER

Scope creep is the most-tested factor: it's controlled by a clear, agreed scope (links to Analysis KK07) and a change process.

Key definitions to memorise

Scope creep	The uncontrolled addition of features beyond the agreed scope, increasing time and cost.
Personnel change	A change in team members that affects a project's progress.

Exam technique

EXAM TIP

- For each factor, state the cause AND the impact on the plan/timeline.
- Tie scope creep back to defining and controlling scope.

COMMON MISTAKES

- Defining scope creep as 'the project being too big' — it is uncontrolled growth beyond the agreed scope.
- Listing factors with no impact when asked to explain.

Quick revision checklist

- I can describe the three factors and their impact on a project plan.
- I can suggest how scope creep is controlled.

Exam practice — questions & model answers

Q1. Define scope creep.

Define · 1 mark

Model answer

- The uncontrolled addition of features beyond the agreed scope, increasing time and cost (1).

Q2. Explain how a personnel change could affect a project plan.

Explain · 2 marks

Model answer

- Losing a team member removes knowledge and requires others to take over or onboard a replacement (1),
- slowing progress and likely delaying tasks on the plan (1).

Q3. Suggest one way a project manager can reduce scope creep.

Suggest · 1 mark

Model answer

- Define and agree a clear scope upfront and require a formal change process for new features (1).